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27 August 1986

MEMORANDUM FOR: Deputy Director for Intelligence

FROM:

 Director of Near Eastern and South Asian Analysis

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Douglas J. MacEachin
Director of Soviet Analysis

SUBJECT: NESA/SOVA Coordination on Afghanistan

1. Pursuant to your concerns, we have examined ways in which we might improve our joint effort on the Afghan problem. The options we considered included a number of variants of a formal working group, with a hierarchical structure and formally assigned areas of responsibility. Frankly, we are reluctant to impose such a structure on an already cluttered organizational landscape, and especially reluctant to bring into being another tasking channel. We may yet have to resort to such a device, but to do so would signal a management failure--in effect, it would be an admission that we cannot handle flexibility.

2. We prefer to try an approach along the following lines, and allow our managers to exercise professional judgment and collegiality:

- The Chief of the South Asia Division of NESA and the Chief of the Asia Branch of the Third World Activities Branch of SOVA will hold a meeting at least once a week to discuss Afghan and related affairs.

 the DO will be invited to participate in the discussions.

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- These meetings will serve as a forum for keeping each other informed on all pertinent matters. Among other things, the discussions will cover:

- Any substantive judgments on which there may be differences between the two offices.
- Allocation of resources by joint agreement to cover whatever needs arise.

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- Information on the written production, briefings, and other activities of both offices.
- Coordination in a timely way of papers.

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3. The basic principle of the division of labor between NESA and SOVA will be that NESA will concentrate mainly on the Afghans, Pakistanis, and other regional actors, and SOVA will concentrate mainly on the Soviets. When Afghan and Soviet activities are intertwined, as is so often the case in military operations, the meetings will discuss a sharing of work that reflects NESA's primary responsibility for Afghan matters and SOVA's for Soviet matters.

4. If necessary, the Chief of the South Asia Division of NESA and the Chief of the Asia Branch of SOVA's Third World Division will have the responsibility to recommend to D/NESA and D/SOVA any fine tuning of this general division of labor.

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